



Board of Directors Meeting
November 15, 2017

Consent Agenda

- Approval of November Agenda
- Adoption of September 20, 2017 Board Minutes
- ***Proposed Board Resolution:*** The Board accepts the items on the Consent Agenda.

Financial Audit Report

Proposed Board Resolution: The Board accepts the financial statements for the fiscal year ending June 30, 2017 as audited by Kundinger, Corder & Engle, P.C.

President's Report

- Safety Committee Update
- Nominating Committee Report

Executive Director's Report

- Organizational Update
- Strategic Focus Areas
- Regulatory Update



Connect

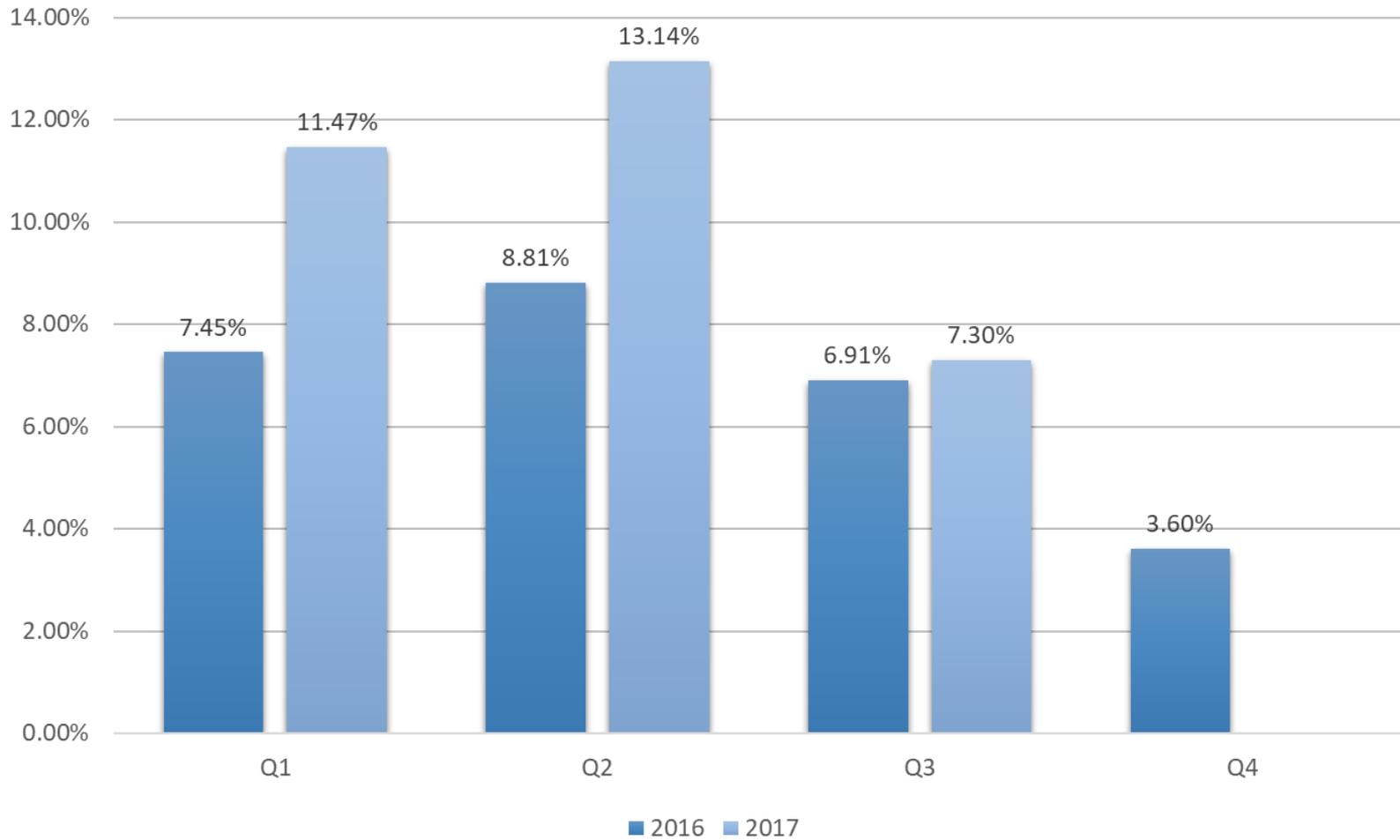
Connect individuals with intellectual and developmental disabilities in their Denver **community** with a coordinated system of supports.



Engage

Make **talent** an advantage through employee engagement, retention, expertise and performance.

Voluntary Turnover Quarterly Comparison





Perform

Commit to quality, compliance and continuous improvement while enhancing readiness, flexibility and resiliency.



Reach

Pursue options to reach populations and regions across Colorado through sustainable and efficient models.

Finance Committee Report

Finance Committee Report

YTD FY 18 September Financials

| | Current Period | | | Year-to-Date | | | Annual |
|-------------------------------|--------------------|--------------------|------------------|---------------------|--------------------|------------------|---------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Budget |
| Revenues | | | | | | | |
| Program Revenues | | | | | | | |
| Medicaid | \$1,413,918 | \$1,203,830 | \$210,088 | \$4,123,282 | \$3,633,332 | \$489,950 | \$14,549,777 |
| State Funding | \$612,572 | \$619,557 | (\$6,985) | \$2,012,344 | \$1,858,672 | \$153,673 | \$7,825,131 |
| Grants | \$347,495 | \$323,502 | \$23,993 | \$929,467 | \$973,336 | (\$43,869) | \$3,672,915 |
| Mill Levy | \$783,727 | \$1,032,128 | (\$248,401) | \$2,534,623 | \$3,090,014 | (\$555,392) | \$12,000,000 |
| Other Funding | \$221,808 | \$105,643 | \$116,165 | \$443,289 | \$316,929 | \$126,360 | \$1,267,714 |
| Total | \$3,379,519 | \$3,284,661 | \$94,859 | \$10,043,005 | \$9,872,282 | \$170,722 | \$39,315,537 |
| Total Program Revenues | \$3,379,519 | \$3,284,661 | \$94,859 | \$10,043,005 | \$9,872,282 | \$170,722 | \$39,315,537 |
| Other Revenues | | | | | | | |
| Donations | (\$1,900) | \$542 | (\$2,442) | \$5,297 | \$1,625 | \$3,672 | \$15,000 |
| Other | \$59,540 | \$30,610 | \$28,930 | \$180,334 | \$96,331 | \$84,002 | \$337,925 |
| Total | \$57,640 | \$31,152 | \$26,488 | \$185,630 | \$97,956 | \$87,674 | \$352,925 |
| Total Other Revenues | \$57,640 | \$31,152 | \$26,488 | \$185,630 | \$97,956 | \$87,674 | \$352,925 |
| Total Revenues | \$3,437,159 | \$3,315,813 | \$121,347 | \$10,228,635 | \$9,970,239 | \$258,397 | \$39,668,462 |

Unaudited - For Management Purposes Only

Finance Committee Report

YTD FY 18 September Financials

| | Current Period | | | Year-to-Date | | | Annual |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Budget |
| Expenses | | | | | | | |
| Direct Client Services | | | | | | | |
| Professional Services | | | | | | | |
| Medical -Therapy Services | \$476,630 | \$567,351 | \$90,721 | \$1,287,116 | \$1,746,565 | \$459,448 | \$6,591,435 |
| Client Care Services | \$1,082,814 | \$754,417 | (\$328,397) | \$3,493,564 | \$2,289,293 | (\$1,204,271) | \$8,924,020 |
| Total Professional Services | \$1,559,444 | \$1,321,767 | (\$237,677) | \$4,780,681 | \$4,035,857 | (\$744,823) | \$15,515,455 |
| Transportation | | | | | | | |
| | \$103,212 | \$118,117 | \$14,905 | \$298,756 | \$356,750 | \$57,994 | \$1,401,000 |
| Total Transportation | \$103,212 | \$118,117 | \$14,905 | \$298,756 | \$356,750 | \$57,994 | \$1,401,000 |
| Client Housing Support | | | | | | | |
| | \$106,329 | \$70,691 | (\$35,638) | \$301,478 | \$208,753 | (\$92,725) | \$913,061 |
| Total Housing Support | \$106,329 | \$70,691 | (\$35,638) | \$301,478 | \$208,753 | (\$92,725) | \$913,061 |
| Total Direct Client Services | \$1,768,985 | \$1,510,575 | (\$258,410) | \$5,380,915 | \$4,601,360 | (\$779,555) | \$17,829,516 |
| Direct Operating | | | | | | | |
| Staff Expense | | | | | | | |
| Salaries & Payroll Taxes | \$980,557 | \$1,072,404 | \$91,847 | \$3,071,970 | \$3,262,042 | \$190,072 | \$13,471,822 |
| Employee Benefits | \$183,125 | \$180,309 | (\$2,815) | \$466,198 | \$546,838 | \$80,640 | \$2,232,734 |
| Temporary & Contract Services | \$15,964 | \$6,150 | (\$9,814) | \$49,236 | \$18,450 | (\$30,786) | \$89,800 |
| Total Staff Expense | \$1,179,646 | \$1,258,863 | \$79,218 | \$3,587,404 | \$3,827,330 | \$239,925 | \$15,794,357 |

Unaudited - For Management Purposes Only

Finance Committee Report

YTD FY 18 September Financials

| | Current Period | | | Year-to-Date | | | Annual |
|--|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|----------------------|
| | Actual | Budget | Variance | Actual | Budget | Variance | Budget |
| General Operating | | | | | | | |
| Staff Travel | \$18,949 | \$19,505 | \$556 | \$44,852 | \$60,515 | \$15,663 | \$251,149 |
| Real Property Rent & Operating Expense | \$45,361 | \$86,494 | \$41,133 | \$150,250 | \$168,743 | \$18,493 | \$503,546 |
| General Office Expense | \$34,778 | \$58,280 | \$23,502 | \$105,627 | \$174,539 | \$68,911 | \$1,053,061 |
| Telephone Expense | \$14,773 | \$18,394 | \$3,622 | \$32,370 | \$55,185 | \$22,815 | \$220,733 |
| Purchased Services | \$37,802 | \$97,122 | \$59,320 | \$99,057 | \$246,799 | \$147,742 | \$968,133 |
| Dues, Subscriptions, Conferences | \$5,426 | \$7,144 | \$1,718 | \$11,780 | \$13,908 | \$2,127 | \$46,475 |
| Insurance | \$8,844 | \$8,291 | (\$553) | \$27,675 | \$25,672 | (\$2,002) | \$102,689 |
| Interest | \$31,222 | \$34,276 | \$3,054 | \$93,428 | \$103,909 | \$10,482 | \$397,903 |
| Other | \$68,805 | \$35,991 | (\$32,814) | \$93,984 | \$107,172 | \$13,188 | \$419,288 |
| Total General Operating | \$265,958 | \$365,496 | \$99,538 | \$659,022 | \$956,442 | \$297,419 | \$3,962,977 |
| Deprec., Amort., Impairment | \$51,534 | \$54,929 | \$3,395 | \$155,855 | \$163,893 | \$8,038 | \$530,685 |
| Total | \$51,534 | \$54,929 | \$3,395 | \$155,855 | \$163,893 | \$8,038 | \$530,685 |
| Allocated Direct Operating | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Direct Operating Exp | \$1,497,138 | \$1,679,289 | \$182,151 | \$4,402,282 | \$4,947,665 | \$545,383 | \$20,288,018 |
| Overhead | | | | | | | |
| Allocated Overhead | \$230,534 | \$290,917 | \$60,383 | \$651,279 | \$872,002 | \$220,723 | \$3,465,276 |
| Total Allocated Overhead | \$230,534 | \$290,917 | \$60,383 | \$651,279 | \$872,002 | \$220,723 | \$3,465,276 |
| Allocation Credit | (\$230,534) | (\$281,695) | (\$51,161) | (\$651,279) | (\$830,517) | (\$179,238) | (\$3,465,226) |
| Total | (\$230,534) | (\$281,695) | (\$51,161) | (\$651,279) | (\$830,517) | (\$179,238) | (\$3,465,226) |
| Total Overhead Expense | \$0 | \$9,222 | \$9,222 | \$0 | \$41,485 | \$41,485 | \$50 |
| Total Expenses | \$3,266,123 | \$3,199,086 | (\$67,037) | \$9,783,197 | \$9,590,510 | (\$192,687) | \$38,117,584 |
| NET SURPLUS/(DEFICIT) | \$171,036 | \$116,726 | \$54,310 | \$445,439 | \$379,729 | \$65,710 | \$1,550,878 |

Finance Committee Report

September Balance Sheet

| | Current Period | Prior Year End |
|--|-------------------------------|-------------------------------|
| ASSETS | | |
| Current Assets | | |
| Cash & Equivalents | | |
| Unrestricted Cash & Cash Equivalents | \$1,747,497.80 | \$3,937,574.05 |
| Restricted Cash - Debt Service & Agency | \$247,184.47 | \$208,311.70 |
| Total Cash & Equivalents | <u>\$1,994,682.27</u> | <u>\$4,145,885.75</u> |
| Receivables | | |
| Direct Billable Services | \$7,594,287.70 | \$5,681,182.63 |
| State Grants | \$981,527.74 | \$745,356.70 |
| Mill Levy | \$2,602,235.46 | \$2,103,236.30 |
| Other Grants | (\$2,121,703.62) | (\$2,197,989.92) |
| Other Receivables | \$144,213.97 | \$460,500.09 |
| Allowance for Contractual Adj. & Bad Debt | (\$956,965.78) | (\$852,239.78) |
| Total Receivables | <u>\$8,243,595.47</u> | <u>\$5,940,046.02</u> |
| Prepaid Expenses & Other Current Assets | \$151,406.32 | \$141,151.16 |
| Total Current Assets | <u>\$10,389,684.06</u> | <u>\$10,227,082.93</u> |
| Non Current Assets | | |
| Fixed Assets | | |
| Land, Building, Furniture & Equipt (at cost) | \$13,271,659.81 | \$13,624,668.30 |
| Accumulated Depreciation | (\$7,923,596.39) | (\$8,128,635.85) |
| Total Fixed Assets | <u>\$5,348,063.42</u> | <u>\$5,496,032.45</u> |
| Other Non Current Assets | | |
| Bond Issuance Cost | \$217,776.97 | \$223,084.12 |
| Total Other Non Current Assets | <u>\$217,776.97</u> | <u>\$223,084.12</u> |
| Total Non Current Assets | <u>\$5,565,840.39</u> | <u>\$5,719,116.57</u> |
| TOTAL ASSETS | <u>\$15,955,524.45</u> | <u>\$15,946,199.50</u> |

Unaudited - For Management Purposes Only

Finance Committee Report

September Balance Sheet

LIABILITIES AND NET ASSETS

Liabilities

Current Liabilities

| | | |
|-----------------------------------|----------------|----------------|
| Accounts Payable | \$1,011,440.11 | \$1,526,444.41 |
| Accrued Expenses | \$1,566,465.51 | \$1,731,919.74 |
| Deferred Revenue | \$1,073,909.27 | \$522,850.41 |
| Current Portion of Long Term Debt | \$1,338,357.93 | \$1,340,872.76 |

Total Current Liabilities

| | |
|----------------|----------------|
| \$4,990,172.82 | \$5,122,087.32 |
|----------------|----------------|

Long Term Liabilities

| | | |
|----------------|-----------------|-----------------|
| Long Term Debt | \$10,104,263.14 | \$10,405,073.32 |
| Deferred Rent | \$0.00 | \$3,388.95 |

Total Long Term Liabilities

| | |
|-----------------|-----------------|
| \$10,104,263.14 | \$10,408,462.27 |
|-----------------|-----------------|

Total Liabilities

| | |
|-----------------|-----------------|
| \$15,094,435.96 | \$15,530,549.59 |
|-----------------|-----------------|

Net Assets

| | | |
|---------------------------------------|--------------|--------------|
| 2910-0000-00-0 Beginning Fund Balance | \$861,088.49 | \$415,649.91 |
|---------------------------------------|--------------|--------------|

Total Net Assets

| | |
|--------------|--------------|
| \$861,088.49 | \$415,649.91 |
|--------------|--------------|

TOTAL LIABILITIES AND NET ASSETS

| | |
|-----------------|-----------------|
| \$15,955,524.45 | \$15,946,199.50 |
|-----------------|-----------------|

Unaudited - For Management Purposes Only

Mill Levy Funded Programs

Calendar YTD September

| | |
|---------------------------|------------------|
| External Funding | \$3.0 MIL |
| Individuals/Agencies | |
| Internal Funding | \$4.3 MIL |
| Support External Programs | |
| Contractors/Agencies | |
| Enhanced Services | |
| Total | \$7.3 MIL |

Mill Levy Funded Programs

Calendar YTD September

New Programs

Family Support

565 Families

\$937K

Client Assistance/Agency Support

313 Individuals/Agencies

\$2,073K

Finance Committee Report

- ***Proposed Board Resolution:*** The Board accepts the YTD Financial statements.
- EI Contract Update
- Revalidation
- Other Updates

Compliance Update